Developing a Joint CONOPS for Employment of the Network Centric Environment

The Chairman's priority of "Transforming our Armed Forces" is not just about fielding new technology. Leaders at all levels must understand how future capabilities will change the dynamics, processes and conduct of warfighting. The paradigm shift is also applicable to how the C4 community will plan, install, operate and manage the joint and multinational warfighting network of the future. In a network centric world, the network is the center of gravity. Network design and operation, particularly with JTRS, will drive Joint Forces to heightened "jointness" where the JFC plays a more direct role in the placement of communication nodes within the battlespace.

The JFC requires the capability to integrate and manage battlefield platforms as well as weapons and assets available to support joint warfighting. The joint CONOPS should consider:

■ Concept of employment of joint C4 capabilities and systems within the battlespace.

■ A command and control relationship structure for joint C4 that defines the roles and responsibilities of regional Combatant Commands, functional Combatant Commands, Services/Components, DISA, the Joint Staff, ASD (NII), National Security Agency (NSA) and others.

■ The integration of Service/Component concepts into the overarching joint concepts for development of joint C4 architectures in support of network centric operations; network planning, management, and operations; and employment of network services.

Developing a Risk Mitigation Strategy for Mitigating Technological and Fiscal Uncertainties

A strategy for mitigating risk and guiding decisions needs to account for:

■ Assessing Technological Risk. Transformation implies risk. Many of the program initiatives are in the research and development phase. Due to the interdependence and interrelationship of many C4 program initiatives, risk assumed in one program may have direct or indirect impacts on another if technological advances and timelines are not achieved in accordance with projected milestones. The joint C4 community needs to develop a methodology to better understand the risks and impacts of potential delays in advancing technological concepts upon other programs.

■ Assessing Budgetary Risk. As the United States continues the war on terrorism, tough budget decisions may require reprioritization, realignment or cancellation of key C4 initiatives. Unfortunately, recommendations on budgets are often expected in a matter of hours with multi-year implications. The joint C4 community needs to "do their homework" ahead of the budget cycle to defend and when necessary reprioritize

funding. The impact of funding cuts on one or two programs requires a holistic view on impact to the overall transformational objectives to meet network centric operational requirements.

Synchronizing the Fielding of Joint and Service C4 Programs to Achieve C4 Transformation

As the joint community faces technological program slips, budget offsets, and reprioritization of programs within DOD and the Services, fielding of critical capabilities requires increased synchronization. For example, in the JTRS program, hardware is developed by domains (air, ground, maritime) called "Clusters". Each cluster has a different delivery schedule and terminal procurement is driven by the priorities set within each Service. The current process has the potential to deliver the Combatant Commander a fragmented array of capabilities during wartime based on Service fielding plans. The challenge is to find the best way to synchronize fielding so forces with JTRS terminals can deliver to the Combatant Commander joint "networked" forces trained and prepared to fight with the most current capabilities.

■ Synchronizing Programmatic Fielding. The joint community requires a transition and migration strategy for implementation of new capabilities, network centric enterprise services and systems in accordance with projected initial and full operational fielding. The strategy must determine a methodology that looks objectively at all aspects of a program when assessing timelines. Decisions must

be made from a capabilities perspective and assessed in accordance with established joint priorities. The strategy must also include development of joint fielding plans that keep Services and capabilities synchronized.

The Net Centric Functional Capabilities Board (NC FCB) will play a critical role in this process through the identification of capability gaps, overlaps, and shortfalls and through the synchronization of capabilities in support of the JCIDS process.

- Synchronizing DOTMLPF Fielding with Programs. In addition to looking at system fielding, the joint C4 community needs to better engage on other critical elements that can impact materiel fielding solutions. Doctrine, organization, training, leadership/education, personnel and facilities need to be synchronized with materiel solution fielding. Specifically, doctrine, organization, training, leadership/education, personnel and facilities Change Proposals (DCRs CJCSI 3180) must be developed to support materiel solutions and synchronized through the JCIDS process.

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Prepared Statement for the Senate Armed
Services Committee, March 14, 2003

"Transformation is yielding new sources of power… One such
source is information sharing through robust network structures.
We have a mountain of evidence – from simulation, from
experimentation, and from real world experience – that
substantiate the power of network behavior… Each of the
Department's efforts reflects an understanding of this
phenomenon… These efforts reflect the ongoing shift from
platform-centric to network-centric thinking that is key to
transformation."